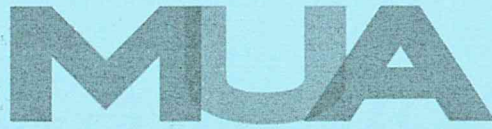


The
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POST GRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

MASTER OF MANAGEMENT AND

LEADERSHIP/MASTER OF BUSINESS ADMINISTRATION

MBA 511: STRATEGIC MANAGEMENT

DATE: 4TH APRIL 2017

DURATION: 3 HOURS

MAXIMUM MARKS: 60

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

ABZ LTD

ABZ LTD used consultant to identify the company's most material socioeconomic and environmental impacts and to quantify them in financial terms. The net of the monetized positive and negative impacts gives an indication of the total value that the company created, and reduced, for Kenyan people in the year ending 31 March 2016. In conjunction with the team, professionals from consulting firm, Kenya identified material impacts for inclusion in the analysis. The selection was based on a review of sustainability trends in the telecommunications sector, ABZ ltd annual report and sustainability report, and input and validation from key internal stakeholders. The team then applied a practicality lens to ensure it was possible to monetize the selected impacts using ABC ltd and available proxies. Where existing data was not available for material impacts, the team conducted primary research: • ABC ltd economic value added: An Economic Impact Assessment Methodology was used to measure the economic activity resulting from ABC ltd footprint in Kenya over FY16. Professionals from TNS RS carried out the assessment.

In 2008, ABC ltd Subsidiary increased its revenues from \$348 billion in 2007 to \$378 billion in 2008. ABC ltd Subsidiary's net income increased too, from \$11.2 billion to \$12.7 billion—quite impressive. *Fortune* magazine in 2009 rated ABC ltd Subsidiary as their 11th "Most Admired Company in the World" in terms of their management and performance. ABC ltd Subsidiary Stores continues to expand internationally, particularly in emerging countries such as Brazil and India. From 2009 to 2013, ABC ltd Subsidiary plans to devote 53 percent of its international spending to emerging markets, up from 33 percent in the prior five years. The company plans include remodeling U.S. stores rather than adding new stores and going to smaller stores. ABC ltd Subsidiary's capital expenditures in the year ending January 2010 were \$5.3 billion, up from \$4.8 billion the prior year. As electronics retailer Circuit City was declaring bankruptcy and liquidating in 2008, ABC ltd Subsidiary was beefing up its electronics product line, directly attacking Best Buy. The two firms today are in a dogfight to obtain the millions of electronics products customers. Best Buy was

Fortune's 44th "Most Admired Company in the World" in 2009. ABC Ltd Subsidiary recently revamped the electronics departments in its 3,500 U.S. stores to make them much more interactive and roomier. The company wants all the business that Circuit City's failure left and also wants all of Best Buy's and Amazon's business. ABC Ltd Subsidiary now carries sophisticated electronics products such as Research in Motion Ltd.'s Blackberry smart phones, Palm Inc.'s Pre smart phone, and Blu-ray disc players. ABC Ltd Subsidiary in June 2009 began selling Dell Inc.'s new Studio One 19 touch-screen computers.

Required:

- a) Understanding the organization business environment is very vital. Explain PESTEL framework and how ABC Ltd Subsidiary can use it to scan the environment (10 marks)
- b) Explain some of key Stakeholders that ABC Ltd should consider key for their business success (10 marks)
- c) Conduct a SWOT analysis of ABC Ltd. (10 marks)

QUESTION TWO

- a) Describe the Michael Porter five forces model using suitable example (10marks)
- b) Explain the Value chain analysis using appropriate examples (5marks)

QUESTION THREE

- a) Strategies in organization can be defined by 5ps according to Henry Mintzerberg. Describe the strategies using relevant examples. (10marks)
- b) Describe the BCG matrix using suitable examples (5marks)

QUESTION FOUR

- a) Formulation of strategies of the organization requires some critical steps. Elaborate using appropriate examples (9marks)
- b) Many organizations are facing corporate governance issue. Explain using appropriate examples (6marks)

